Strategic Planning Draft Document

The Eight Maverick Imperatives

with sample strategies (each keyed to the Guiding Aspirations)

1. **Be Progressive: Educate Beyond the Classroom**

1.1. Increase experiential learning – internships, service learning, undergraduate research (GA 1: Transform Student Experience)

1.2. Expand efforts to create a more engaged and involved sense of community both inside and outside the classroom (GA 1: Transform Student Experience)

1.3. Increase graduate student research participation in research, scholarship, and creative activity (GA 2: Enhance Research)

1.4. Increase funding for graduate student research and creative activity (GA 2: Enhance Research)

1.5. Increase undergraduate research participation across campus (GA 2: Enhance Research)

1.6. Encourage & appropriately incentivize faculty to motivate more undergraduate students to engage in experiential learning (GA 3: Faculty Excellence)

1.7. Encourage & appropriately incentivize faculty to recruit & mentor greater numbers of intellectually gifted, highly-motivated doctoral students from underrepresented groups (GA 3: Faculty Excellence)

1.8. Employ faculty expertise & professional connections to develop new study abroad programs that address needs & desires of lifelong learners to develop global awareness (GA 3: Faculty Excellence)

1.9. Increase experiential learning – internships, service learning (GA 4: Collaborations with Corporates and Non-Profits)

1.10. Increase coordinated efforts to link existing programs to public, corporate and nonprofit entities (GA 4: Collaborations with Corporates and Non-Profits)

1.11. Increase the number of students who study abroad (GA 5: Global Engagement)

1.12. Provide opportunities and resources for students to complete fieldwork internationally (GA 5: Global Engagement)

1.13. Increase the number of international students who choose UT Arlington for their studies, especially at the undergraduate level (GA 5: Global Engagement)

1.14. Increase undergraduate students' abilities to create, ideate, and model the development cycle through integrated course curriculum (GA 6: Creativity, Innovation, Entrepreneurship)

1.15. Foster relationships and networking opportunities between graduate students, faculty, staff, and community entrepreneurs and industry leaders (GA 6: Creativity, Innovation, Entrepreneurship)

1.16. Increase graduate students' ability to create, ideate, and model the development cycle through integrated course curriculum and real-world challenges from the non-profit, for-profit, and public sector environments (GA 6: Creativity, Innovation, Entrepreneurship)
2. **Be Empowering: Create lifelong educational paths**

2.1. Develop a campus-wide initiative to keep students on track to graduate (GA I: Transform Student Experience)

2.2. Increase number of graduate programs (degrees, certificates, etc.) in high-demand areas (GA I: Transform Student Experience)

2.3. Increase innovative continuing professional educational opportunities that respond to the needs of our corporate and community partners – regional and global (GA 4: Collaborations with Corporates and Non-Profits)

2.4. Provide on-site and on-line courses leading to certification in a global competency (GA 5: Global Engagement)

2.5. Provide on-line courses leading to certification for international audiences on strategically-selected topics (GA 5: Global Engagement)

2.6. Provide internationally-focused training for U.S. companies and governmental agencies (GA 5: Global Engagement)

2.7. Develop and host on-site / virtual conferences on topics of interest to international audiences (GA 5: Global Engagement)

2.8. Foster relationships and networking opportunities between graduate students, faculty, staff, and community entrepreneurs and industry leaders (GA 6: Creativity, Innovation, Entrepreneurship)

2.9. Continue expansion of professional programs globally that draw upon the deep expertise of UTA faculty and industry partners (GA 6: Creativity, Innovation, Entrepreneurship)

2.10. Increase undergraduate student opportunities to display, perform, or publish their creativity / innovation (GA 6: Creativity, Innovation, Entrepreneurship)

3. **Be Responsible: Ensure Student Success**

3.1. Provide innovative & coordinated support services to increase persistence of all student populations (GA I: Transform Student Experience)

3.2. Expand efforts to create an engaged & involved sense of community both inside and outside the classroom (GA I: Transform Student Experience)

3.3. Provide innovative and technology-rich instruction to support success in early courses (GA I: Transform Student Experience)

3.4. Encourage and appropriately incentivize faculty to motivate more undergraduate students to engage in experiential learning (GA 3: Faculty Excellence)

3.5. Create programs and policies that provide appropriate and meaningful roles for faculty to enhance UT Arlington’s reputation as a leader in in outstanding undergraduate education, especially for academically talented students from underrepresented groups (GA 3: Faculty Excellence)

3.6. Increase the number of doctoral degrees conferred per tenured / tenure-track faculty member per academic year (GA 3: Faculty Excellence)
4. **Be Wise: Cultivate Faculty and Staff**

4.1. Attract and retain prestigious faculty (GA 2: Enhance Research)

4.2. Expand & enhance existing research, scholarship & creative capability on campus (GA 2: Enhance Research)

4.3. Build faculty research and scholarship teams to include junior faculty (GA 2: Enhance Research)

4.4. Increase the number of faculty who participate in international programs of research, teaching or other professional service (GA 3: Faculty Excellence)

4.5. Increase faculty research expenditures (GA 3: Faculty Excellence)

4.6. Provide appropriate institutional support to help each faculty member increase the number of significant, high-impact publications (or equivalent) produced each year (GA 3: Faculty Excellence)

4.7. Provide appropriate institutional support to raise the faculty’s reputation by supporting efforts to earn external recognition for outstanding achievement (GA 3: Faculty Excellence)

5. **Be Pioneering: Transform research capabilities**

5.1. Enhance excellence & achievement in diverse areas of research & scholarship (GA 2: Enhance Research)

5.2. Grow and diversify extramural funding (GA 2: Enhance Research)

5.3. Increase graduate student research participation in research, scholarship, and creative activity (GA 2: Enhance Research)

5.4. Increase the integration of UTA faculty's research and creative works into the scholarly output of their peers and students (GA 6: Creativity, Innovation, Entrepreneurship)

6. **Be Ambitious: Serve the Community Near and Far**

6.1. Build state of the art research and scholarship facilities on campus (GA 2: Enhance Research)

6.2. Retain and attract prestigious faculty (GA 2: Enhance Research)

6.3. Enhance infrastructure and facilities for increased delivery of content using new technologies (GA 2: Enhance Research)

6.4. Increase the number of faculty who participate in international programs of research, teaching or other professional service (GA 3: Faculty Excellence)

6.5. Employ faculty expertise & professional connections to develop new study abroad programs that address the needs & desires of lifelong learners to develop global awareness (GA 3: Faculty Excellence)

6.6. Increase innovative continuing professional educational opportunities that respond to the needs of our corporate and community partners – regional and global (GA 4: Collaborations with Corporates and Non-Profits)

6.7. Increase participation in community organizations and decision-making bodies (GA 4: Collaborations with Corporates and Non-Profits)
6.8. Develop new projects, services, and products that meet the needs of international populations, especially those in low-resource nations (GA 5: Global Engagement)

6.9. Provide on-site and on-line courses leading to certification in a global competency (GA 5: Global Engagement)

6.10. Employ faculty expertise & professional connections to develop new study abroad programs that address the needs & desires of lifelong learners to develop global awareness (GA 5: Global Engagement)

7. Be Daring: Reimagine Institutional Infrastructure

7.1. Build state of the art research and scholarship facilities on campus (GA 2: Enhance Research)

7.2. Create and support opportunities for faculty company spin offs (GA 2: Enhance Research)

7.3. Retain and attract strong staff, both administrative and operational (GA 2: Enhance Research)

7.4. Increase access to space and technologies used for creation and prototyping (GA 6: Creativity, Innovation, Entrepreneurship)

7.5. Increase undergraduate student opportunities to display, perform, or publish their creativity / innovation (GA 6: Creativity, Innovation, Entrepreneurship)

8. Be Creative: Be THE Innovation Destination

8.1. Develop cutting-edge supplemental instruction and tutorial services in multiple formats (GA I: Transform Student Experience)

8.2. Create innovative learning communities for divers student populations (GA I: Transform Student Experience)

8.3. Transform classroom and residence hall spaces to enhance collaboration (GA I: Transform Student Experience)

8.4. Create and support opportunities for faculty company spin offs (GA 2: Enhance Research)

8.5. Increase research partnership with for profit and non-profit operations (GA 2: Enhance Research)

8.6. Build faculty research and scholarship teams to include junior faculty (GA 2: Enhance Research)

8.7. Encourage and appropriately incentivize faculty to motivate more undergraduate students to engage in experiential learning (GA 3: Faculty Excellence)

8.8. Provide appropriate institutional support to help each faculty member increase the number of significant & high-impact publications (or equivalent) produced each year (GA 3: Faculty Excellence)

8.9. Increase research, scholarship, and creative collaboration with for-profit and non-profit organizations in the North Texas region (GA 4: Collaborations with Corporates and Non-Profits)

8.10. Collaborate with local entities to improve facilities, technologies, and computational power that support innovative research, continuing education and professional education (GA 4: Collaborations with Corporates and Non-Profits)

8.11. Create and support opportunities for faculty company spin-offs (GA 4: Collaborations with Corporates and Non-Profits)
8.12. Partner with global corporations that have Texas connections to collaborate on research (GA 5: Global Engagement)

8.13. Develop academic and research infrastructure that support growth in international education activities across the institution (GA 5: Global Engagement)

8.14. Develop new projects, services, and products that meet the needs of international populations, especially those in low-resource nations (GA 5: Global Engagement)

8.15. Increase the integration of UTA faculty's research and creative works into the scholarly output of their peers and students (GA 6: Creativity, Innovation, Entrepreneurship)

8.16. Increase graduate students' ability to create, ideate, and model the development cycle through integrated course curriculum and real-world challenges from the non-profit, for-profit, and public sector environments (GA 6: Creativity, Innovation, Entrepreneurship)